



U.S. NAVY SEABEES
FIRST NAVAL CONSTRUCTION DIVISION

2008-2011

STRATEGIC PLAN



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THERE'S NEVER BEEN A BETTER TIME TO BE A SEABEE!

Demand for Seabee capabilities across the entire range of military operations, especially Shaping (Phase 0) and Security/Stability (Phase IV) operations, continues to exceed our Force capacity, and will for the foreseeable future. Meeting that global demand signal in today's extremely dynamic world generates a very high operational tempo and requirement for flexibility. All 16,000 men and women in the Naval Construction Force are engaged in a myriad of initiatives to respond to

Ultimately the organizational alignment, small unit leadership and renewed focus on quality construction will define the Force of the future. All Seabees must understand where the Force is headed and dedicate themselves to being a positive influence, while continuing to build upon the long-standing heritage and legacy of Seabees who have come before us.

I expect all Seabees to be familiar with the strategic plan, and embrace the direction in which our Force is moving. More than that,

THIS STRATEGIC PLAN, WHILE LOOKING TO THE WELL-CRAFTED STRATEGIES AND OBJECTIVES LEADERSHIP OVER

continual operational and training challenges. This plan charts a strategic-level "course and speed" intended to achieve unity of effort across the Force. It is intentionally high level, and provides a broad framework to guide leaders at all echelons.

The plan is guided by higher level Department of Defense and Naval strategies. This Strategic Plan, while looking to the future, retains and enhances the well-crafted strategies and objectives refined by the Naval Construction Force leadership over many years. Aligning our Seabee capabilities with these national strategies creates a road map for our leaders, our units and our troops to utilize as the Force continues to transform to meet the dynamic expeditionary engineering needs of the Department of Defense.

I expect the plan to be used to shape leadership actions and initiatives. The plan will be reviewed annually, and adjusted to take into account our changing environment.

R. E. CELLON

RADM, CEC, USN

Commander, FIRST Naval Construction Division

MISSION STATEMENT

The FIRST Naval Construction Division (1NCD) provides combat-ready engineer forces in response to Combatant Commander and Naval Component Commander requirements and provides planning and operational support for Seabee employment.

**FUTURE, RETAINS AND ENHANCES THE
REFINED BY THE NAVAL CONSTRUCTION FORCE
MANY YEARS.**

As a scalable, deployable force, 1NCD provides command and control of multiple expeditionary construction elements in support of Marine Air Ground Task Forces and other joint force components and, if required, command and control of multiple Naval Expeditionary Combat Command (NECC) expeditionary elements across the full range of military operations.

As the Navy's subject matter expert for Seabees, the Naval Construction Forces Command (NCFC) organizes, mans, trains, maintains and equips 1NCD and its subordinate units in order to support the Combatant Commanders with expeditionary engineering forces capable of general engineering and construction, and limited combat engineering across the full range of military operations.



**THE JOINT WARFIGHTER AND SUPPORTED
COMMANDERS VALUE SEABEES FOR
DELIVERING EXPEDITIONARY ENGINEERING
AND CONSTRUCTION WHENEVER AND
WHEREVER REQUIRED.**

OVER
6

DECADES OF
SEABEE
HISTORY

1942

MARCH 05, 1942

Seabees established.

MARCH 13, 1942

Camp Allen commissioned as first Seabee training station in Norfolk, Va.



With compassion for others, **“WE BUILD, WE FIGHT”** for peace with freedom!

Our People →

- › Live the Navy’s core values
- › Are accountable in their personal and professional lives
- › Are ready—tactically, technically and operationally
- › Embrace operational risk management
- › Take charge
- › Have a **“Can Do!”** spirit

Our Organizations →

- › Deliver quality mission support on time
- › Develop and reinforce strong leaders
- › Task organize and deploy worldwide within **48** hours
- › Encourage creativity and adaptability
- › Value the health and well-being of Seabees and their families
- › Are always combat ready

MARCH 19, 1942 CEC officers given military authority over construction units.

AUGUST 11, 1942 Camp Endicott commissioned in Davisville, R.I., as original home of the Seabees.



STRATEGIC ENVIRONMENT

Influences on the
Naval Construction Force



- › A Changing Global Situation
- › An Adapting Military Strategy
- › A Transforming Seabee Force

OVER
6

DECADES OF
SEABEE
HISTORY

1942

SEPT. 1, 1942 6th NCB arrives in Guadalcanal, first Seabees to enter a combat zone.

OCT. 16, 1942 Eight Seabees of the 6th NCB killed at Guadalcanal, first Seabees killed in action.



A Changing Global Situation

- › The world economy is tightly interconnected
- › Increasing competition for resources
- › Rapidly expanding technologies
- › Globalization motivates human migration, resulting in a conflict of cultures
- › Ideological movements set the stage for increased influences by non-state actors
- › Rapid technological advancements lead to constant real-time access of worldwide information

An Adapting Military Strategy

- › Joint, combined operations influenced by inter-agency and non-government organization participation
- › Theatre campaign plans will focus on shaping operations to prevent conflicts
- › Maritime Strategy requires improved integration and interoperability of the Navy and Marine Corps Team
- › Improve the ability to project Naval power from a sea base
- › Distributed operations supported by a rapid, real-time information sharing capability

A Transforming Seabee Force

- › Emphasis on small unit leadership—better leadership at all levels
- › Alignment of NCF functions—improved training and operational effectiveness
- › Develop scalable, mobile and agile force capabilities
- › Enhanced joint capabilities—6 years of continuous joint combat operations
- › Revising and updating Seabee doctrine to capture force transformation

1942-43

NOV. 26, 1942 Seabees land in North Africa with American assault forces.

JUNE 30, 1943 Seabees land with 9th Marine Division on Solomon Islands.

THE ELEMENTS OF THE STRATEGIC ENVIRONMENT THAT SHAPE THE SEABEES NOW AND IN THE FUTURE ARE THE FOUNDATION FOR OUR STRATEGIC PLAN. THIS STRATEGIC PLAN IS CONSTRUCTED WITH **THREE FOCUS AREAS.**

- 1 **READINESS**
- 2 **OPERATIONAL EMPLOYMENT**
- 3 **SUPPORTED COMMANDER RELATIONSHIPS**

focus
areas

Each focus area is characterized with many desired effects.

Desired effects are tangible outcomes desired as a result of efforts.

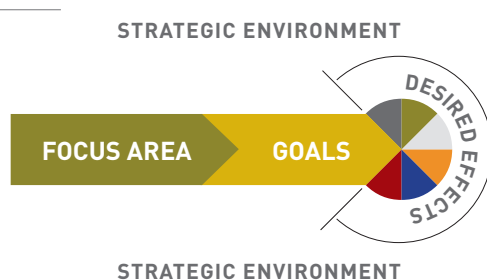
These focus areas are reinforced with groupings of goals.

Goals are a description of what needs to be done. Goals guide organizational action and resource allocation.

Our readiness, employment and relationships will be continuously assessed with measurement indicators.

Measurement indicators are tools that we will use to measure progress toward accomplishment of our goals.

**STRATEGIC PLAN
CONCEPT**



1944

JUNE 6, 1944 Seabees land in Normandy as Naval combat demolition units.

JUNE 15, 1944 Seabees land on Saipan.



1944-45

JULY 26, 1944 Seabees land on Tinian.

FEB. 19, 1945 Seabees land with 5th Marine Division at Iwo Jima.

MARCH 22, 1945 Seabees ferry Gen. Patton's armored units across the Rhine River into Germany.

APRIL 1, 1945 Seabees land on Okinawa.

FOCUS AREA

1



READINESS

Sustain a well-manned, trained and equipped force for effective employment.



Desired Effects

- › Agility to succeed in any mission environment
- › Maximum TOA readiness
- › Manning to requirement
- › On-time RFT
- › Validated certification
- › Personal and family preparedness
- › Fit and healthy force
- › Strong chain of command
- › Fiscal responsibility
- › Balanced skills

Goal Equipment—Full suite of sustainable, technologically current, relevant equipment

Measurement Indicators

- › SORTS/DRRS-N
- › TOA inventories/condition/relevance
- › Lessons learned
- › ORI
- › 3M

OVER
6

DECADES OF
SEABEE
HISTORY

1947

DEC. 31, 1947 Seabee Reserves established.

1950

SEPT. 15, 1950 Seabees land at
Inchon, Korea.



Goal Training—Technically and tactically proficient combat-ready engineer forces

Measurement Indicators

- › SORTS/DRRS-N
- › Training plan execution
- › Lessons learned
- › ORI
- › SCWS attainment
- › Certification performance scorecard

Goal Manning—Units manned at requirement

Measurement Indicators

- › SORTS/DRRS-N
- › Retention statistics
- › Lessons learned
- › Health and tone metrics
- › PHA/PDHA/PDHRA

Goal Health & Tone—Well-adjusted and balanced members and families

Measurement Indicators

- › PFT
- › Retention statistics
- › Wellness Council metrics
- › PHA/PDHA/PDHRA
- › SCWS attainment

Goal Stewardship—Exceptional steward of resources received

Measurement Indicators

- › Financial execution plan
- › Financial delinquency aging analysis
- › ORI
- › TOA inventories/condition/relevance

1965

MAY 7, 1965

NMCB 10 is first battalion to deploy to Chu Lai, Vietnam.

MAY 28, 1965

NMCB 3 is first battalion to deploy to Da Nang, Vietnam.

JUNE 10, 1965

CM3 Marvin Shields killed at Dong Xoai, Vietnam, and earns the Medal of Honor.

2

OPERATIONAL EMPLOYMENT



Maintain the capability and capacity to deploy and employ Seabees in support of our nation's current and future global requirements.



Desired Effects

- › Quality construction
- › Demand signals are anticipated and met
- › Appropriately sized and aligned units across force
- › Mission alignment within the expeditionary force
- › NCR doctrine/policy aligned with joint doctrine
- › Integration of NCF into CCDR's campaign plans
- › Effective, scalable command and control
- › Safe mission accomplishment
- › Maintain balanced capability
- › Consistent organizational structure

Goal Force Structure—
Standardized and balanced units

Measurement Indicators

- › SORTS/DRRS-N
- › Completion of deployment tasking
- › Lessons learned
- › ORI
- › Retention statistics
- › Supported Commander feedback

OVER
6

DECADES OF
SEABEE
HISTORY

1974

MAY 27, 1974 Seabee Memorial dedicated at Arlington National Cemetery, Arlington, Va.

1985

JUNE 15, 1985 SW2 (DV) Robert Stethem killed by terrorists in Beirut and posthumously awarded the Bronze Star.



Goal Employment—Actively engaged to provide forces as required

Measurement Indicators

- › SORTS/DRRS-N
- › Training plan execution
- › Lessons learned
- › ORI
- › SCWS attainment
- › Certification performance scorecard

Goal Doctrine & Policy—Relevant, thorough, and accurate doctrine and policy

Measurement Indicators

- › Supported Commander feedback
- › Lessons learned

Goal Execution—Safe and highly effective global mission accomplishment

Measurement Indicators

- › ORI
- › Warrant call backs
- › Safety metrics
- › Completion of deployment tasking
- › Supported Commander feedback
- › Lessons learned
- › 3M

Goal Command & Control—Maximized mission assurance through standardized C2 and superior C4ISR architectures

Measurement Indicators

- › SORTS/DRRS-N
- › ORI
- › Lessons learned
- › Completion of deployment tasking

1995

OCT. 21, 1995 USS *Stethem* commissioned in honor of SW2 (DV) Robert Stethem.

2001

NOV. 28, 2001 First members of NMCB 133 arrive at Camp Rhino, Afghanistan, during Operation Enduring Freedom.

3

SUPPORTED COMMANDER RELATIONSHIPS

Engage and align with our Supported Commanders and be responsive to their requirements.



Desired Effects

- › Valued by the Supported Commander
- › Supported Commander better able to make informed decisions
- › Effective communication between staffs
- › Synchronization of NCF capabilities and Supported Commander requirements
- › GFM engagement

Goal Understanding—

Establish/create understanding of Seabee capabilities

Measurement Indicators

- › GFM demand signal
- › LNO feedback
- › Flag-level dialogue
- › Media feedback

OVER
6

DECADES OF
SEABEE
HISTORY

2002

AUG. 9, 2002 First Naval Construction Division established at Little Creek, Va.



Goal Engagement—Integrate within the Supported Command

Measurement Indicators

- › LNO feedback
- › Flag-level dialogue
- › Command SITREP

Goal Responsive—Provide timely and relevant response to requirements

Measurement Indicators

- › GFM demand signal
- › Flag-level dialogue

Goal Anticipate—Establish an agile organization that anticipates and adapts to future requirements

Measurement Indicators

- › GFM demand signal
- › Flag-level dialogue

2003

MARCH 21, 2003

Seabees cross the line of departure into Iraq with the 1st Marine Expeditionary Force during Operation Iraqi Freedom.

APRIL 10, 2003

Seabees cross the Diyala River into Baghdad, Iraq, during Operation Iraqi Freedom.



With compassion for others,

WE BUILD

OVER

6

DECADES OF
SEABEE
HISTORY

2004-05

MAY 2, 2004

Five Seabees from NMCB 14 killed in mortar attack near Ramadi, Iraq.

AUG. 29, 2005

Hurricane Katrina strikes the Gulf Coast. More than 3,000 Seabees support recovery efforts throughout the area.



WE FIGHT

for peace with freedom!

2006-08

JULY 18, 2006

Navy approves the establishment of the 25th NCR and NMCB 11 to be headquartered at CBC Gulfport, Miss.

MARCH 5, 2008

Seabees mark 66th anniversary.

FIRST NAVAL CONSTRUCTION

VISION

FOCUS AREAS

GOALS

The Joint Warfighter and Supported Commanders value Seabees for delivering expeditionary engineering and construction whenever and wherever required

READINESS

Equipment Full suite of sustainable, technologically current, relevant equipment

Training Technically and tactically proficient combat-ready engineer forces

Manning Units manned at requirement

Health & Tone Well-adjusted and balanced members and families

Stewardship Exceptional steward of resources received

OPERATIONAL EMPLOYMENT

Force Structure Standardized and balanced units

Employment Actively engaged to provide forces as required

Doctrine & Policy Relevant, thorough and accurate doctrine and policy

Execution Safe and highly effective global mission accomplishment

Command & Control Maximized mission assurance through standardized C2 and superior C4ISR architectures

SUPPORTED COMMANDER RELATIONSHIPS

Understanding Establish/create understanding of Seabee capabilities

Engagement Integrate within the Supported Command

Responsive Provide timely and relevant response to requirements

Anticipate Establish an agile organization that anticipates and adapts to future requirements

DIVISION STRATEGIC GOALS

MEASUREMENT INDICATORS

DESIRED EFFECTS

SORTS/DRRS-N
TOA inventories/condition/relevance
Lessons learned
ORI
3M

SORTS/DRRS-N
Training plan execution
Lessons learned
ORI
SCWS attainment
Certification performance scorecard

SORTS/DRRS-N
Retention statistics
Lessons learned
Health and tone metrics
PHA/PDHA/PDHRA

PFT
Retention statistics
Wellness Council metrics
PHA/PDHA/PDHRA
SCWS attainment

Financial execution plan
Financial delinquency aging analysis
ORI
TOA inventories/condition/relevance

SORTS/DRRS-N
Completion of deployment tasking
Lessons learned
ORI
Retention statistics
Supported Commander feedback

SORTS/DRRS-N
Training plan execution
Lessons learned
ORI
SCWS attainment
Certification performance scorecard

Supported Commander feedback
Lessons learned

ORI
Warranty call backs
Safety metrics
Completion of deployment tasking
Supported Commander feedback
Lessons learned
3M

SORTS/DRRS-N
ORI
Lessons learned
Completion of deployment tasking

GFM demand signal
LNO feedback
Flag-level dialogue
Media feedback

LNO feedback
Flag-level dialogue
Command SITREP

GFM demand signal
Flag-level dialogue

GFM demand signal
Flag-level dialogue

- Agility to succeed in any mission environment
- Maximum TOA readiness
- Manning to requirement
- On-time RFT
- Validated certification
- Personal and family preparedness
- Fit and healthy force
- Strong chain of command
- Fiscal responsibility
- Balanced skills

- Quality construction
- Demand signals are anticipated and met
- Appropriately sized and aligned units across force
- Mission alignment within the expeditionary force
- NCR doctrine/policy aligned with joint doctrine
- Integration of NCF into CCDR's campaign plans
- Effective, scalable command and control
- Safe mission accomplishment
- Maintain balanced capability
- Consistent organizational structure

- Valued by Supported Commander
- Supported Commander better able to make informed decisions
- Effective communication between staffs
- Synchronization of NCF capabilities and Supported Commander requirements
- GFM engagement

